Academy of Management Journal
Volume 28
INDEX

AUTHOR INDEX

Alexander, Judith W., and W. Alan Randolph. The fit between technology and structure as a predictor of performance in nursing subunits. (4): 844-859.

Allen, Thomas J. See Katz, Ralph.

Anderson, Carl R. See Lamont, Bruce T.

Arnold, Hugh J. Task performance, perceived competence, and attributed causes of performance as determinants of intrinsic motivation. (4): 876-888.

Arnold, Hugh J., Daniel C. Feldman, and Mary Purbhoo. The role of social-desirability response bias in turnover research. (4): 955-966.

Aupperle, Kenneth E., Archie B. Carroll, and John D. Hatfield. An empirical examination of the relationship between corporate social responsibility and profitability. (2): 446-463.

Baysinger, Barry D., Gerald D. Keim, and Carl P. Zeithaml. An empirical evaluation of the potential for including shareholders in corporate constituency programs. (1): 180-200.

Baysinger, Barry D. See Masters, Marick F.

Bazerman, Max H. See Neale, Margaret A.

Bedeian, Arthur G. See Kemery, Edward R.

Bigoness, William J., and Philip B. DuBose. Effects of gender on arbitrators' decisions. (2): 485-491.

Bourgeois, L. J., III. Strategic goals, perceived uncertainty, and economic performance in volatile environments. (3): 548-573.

Brass, Daniel J. Men's and women's networks: A study of interaction patterns and influence in an organization. (2): 327-343.

Caldwell, David F., and Charles A. O'Reilly III. The impact of information on job choices and turnover. (4): 934-943.

Carroll, Archie B. See Aupperle, Kenneth E.

Chaison, Gary N. See Plovnick, Mark S.

Cochran, Philip L., Robert A. Wood, and Thomas B. Jones. The composition of boards of directors and incidence of golden parachutes. (3): 664-671.

Crino, Michael D., Michael C. White, and Stephen W. Looney. In the eye of the beholder: A reply to Ilgen and Moore. (4): 950-954.

Crino, Michael D. See White, Michael C.

Cron, William L. See Slocum, John W., Jr.

Dalton, Dan R., and Idalene F. Kesner. Organizational performance as an antecedent of inside/outside chief executive succession: An empirical assessment. (4): 749-762.

Dalton, Dan R., and William D. Todor. Composition of dyads as a factor in the outcomes of workplace justice: Two field assignments. (3): 704-712.

Dobbins, Gregory H. Effects of gender on leaders' responses to poor performance: An attributional interpretation. (3): 587-598.

Dodd, Nancy G. See Luthans, Fred.

DuBose, Philip B. See Bigoness, William J.

Dubno, Peter. Attitudes toward women executives: A longitudinal approach. (1): 235-239.

Earley, P. Christopher. See Erez, Miriam.

Einbender, Steven W. See Tosi, Henry L.

Erez, Miriam, P. Christopher Earley, and Charles L. Hulin. The impact of participation on goal acceptance and performance: A two-step model. (1): 50-66.

Feldman, Daniel C. See Arnold, Hugh J.

Fredrickson, James W. Effects of decision motive and organizational performance level on strategic decision processes. (4): 821-843.

Fukami, Cynthia V. See Larson, Erik W.

Gilkey, Roderick W. See Greenhalgh, Leonard.

Gladstein, Deborah L., and Nora P. Reilly. Group decision making under threat: The Tycoon game (3): 613-627.

Gould, Sam, and Larry E. Penley. A study of the correlates of the willingness to relocate. (2): 472-478.

Grams, Robert, and Donald P. Schwab. An investigation of systematic gender-related error in job evaluation. (2): 279-290.

Granrose, Cheryln Skromme. See Hochner, Arthur.

Greenhalgh, Leonard, Scott A. Neslin, and Roderick W. Gilkey. The effects of negotiator preferences, situational power, and negotiator personality on outcomes of business negotiations. (1): 9-33.

Gueutal, Hal G. See Stone, Eugene F.

Hambrick, Donald C., and David Lei. Toward an empirical prioritization of contingency variables for business strategy. (4): 763-788.

Hambrick, Donald C., and Ian C. MacMillan. Efficiency of product R&D in business units: The role of strategic context. (3): 527-547.

Hansen, Richard W. See Slocum, John W., Jr.

Harrigan, Kathryn Rudie. Exit barriers and vertical integration. (3): 686-697.

Harrigan, Kathryn Rudie. Strategies for intrafirm transfers and outside sourcing. (4): 914-925.

Harrigan, Kathryn Rudie. Vertical integration and corporate strategy. (2): 397-425.

Hatfield, John D. See Aupperle, Kenneth E.

Hatfield, John D. See White, Michael C.

Hawkins, Brian. See Penley, Larry E.

Hochner, Arthur, and Cherlyn Skromme Granrose. Sources of motivation to choose employee ownership as an alternative to job loss. (4): 860-875.

Huber, George P. Temporal stability and response-order biases in participant descriptions of organizational decisions. (4): 943-950.

Hulin, Charles L. See Erez, Miriam.

Isabella, Lynn A. See Kram, Kathy E.

Ivancevich, John M. Predicting absenteeism from prior absence and work attitudes. (1): 219-228.

Jackson, Susan E., Sheldon Zedeck, and Elizabeth Summers. Family life disruptions: Effects of job-induced structural and emotional interference. (3): 574-586.

Jacobs, Rick, and Steven W. J. Kozlowski. A closer look at halo error in performance ratings. (1): 201-212.

James, Christopher. See Ungson, Gerardo Rivera.

Jones, Thomas B. See Cochran, Philip L.

Katz, Harry C., Thomas A. Kochan, and Mark R. Weber. Assessing the effects of industrial relations systems and efforts to improve the quality of working life on organizational effectiveness. (3): 509-526.

Katz, Ralph, and Thomas J. Allen. Project performance and the locus of influence in the R&D matrix. (1): 67-87.

Keim, Gerald D. See Baysinger, Barry D.

Kemery, Edward R., Arthur G. Bedeian, Kevin W. Mossholder, and John Touliatos. Outcomes of role stress: A multisample constructive replication. (2): 363-375.

Kerr, Jeffrey L. Diversification strategies and managerial rewards: An empirical study. (1): 155-179.

Kesner, Idalene F. See Dalton, Dan R.

Kingstrom, Paul O., and Larry E. Mainstone. An investigation of rater-ratee acquaintance and rater bias. (3): 641-653.

Kochan, Thomas A. See Katz, Harry C.

Kozlowski, Steven W. J. See Jacobs, Rick.

Kram, Kathy E., and Lynn A. Isabella. Mentoring alternatives: The role of peer relationships in career development. (1): 110-132.

Lachman, Ran. Public and private sector differences: CEO's perceptions of their role environments. (3): 671-680.

Lamont, Bruce T., and Carl R. Anderson. Mode of corporate diversification and economic performance. (4): 926-934.

Larson, Erik W., and Cynthia V. Fukami. Employee absenteeism: The role of ease of movement. (2): 464-471.

Lei, David. See Hambrick, Donald C.

Liden, Robert C., and Terence R. Mitchell. Reactions to feedback: The role of attributions. (2): 291-308.

Looney, Stephen W. See Crino, Michael D.

Luthans, Fred, Harriette S. McCaul, and Nancy G. Dodd. Organizational commitment: A comparison of American, Japanese, and Korean employees. (1): 213-219.

MacMillan, Ian C. See Hambrick, Donald C.

Mainstone, Larry E. See Kingstrom, Paul O.

Markham, Steven E. An investigation of the relationship between unemployment and absenteeism: A multi-level approach. (1): 228-234.

Masters, Marick F., and Barry D. Baysinger. The determinants of funds raised by corporate political action committees: An empirical examination. (3): 654-664.

McCaul, Harriette S. See Luthans, Fred.

Menon, Krishnagopal. See Schwartz, Kenneth B.

Mitchell, Terence R. See Liden, Robert C.

Mitchell, Terence R. See Smith, Ken G.

Montagno, Ray V. The effects of comparison others and prior experience on responses to task design. (2): 491-498.

Montgomery, Cynthia A. Product-market diversification and market power. (4): 789-798.

Mossholder, Kevin W. See Kemery, Edward R.

Neale, Margaret A., and Max H. Bazerman. The effects of framing and negotiator overconfidence on bargaining behaviors and outcomes. (1): 34-49.

Neslin, Scott A. See Greenhalgh, Leonard.

Oldham, Greg R. See Shalley, Christina E.

O'Reilly, Charles A., III. See Caldwell, David F.

Pearce, Jone L., William B. Stevenson, and James L. Perry. Managerial compensation based on organizational performance: A time series analysis of the effects of merit pay. (2): 261-278.

Penley, Larry E., and Brian Hawkins. Studying interpersonal communication in organizations: A leadership application. (2): 309-326.

Penley, Larry E. See Gould, Sam.

Perry, James L. See Pearce, Jone L.

Peterson, Mark F. Attitudinal differences among work shifts: What do they reflect? (3): 723-732.

Plovnick, Mark S., and Gary N. Chaison. Relationships between concession bargaining and labor-management cooperation. (3): 697-704.

Purbhoo, Mary. See Arnold, Hugh J.

Randolph, W. Alan. See Alexander, Judith W.

Rawlings, Sallie. See Slocum, John W., Jr.

Reilly, Nora P. See Gladstein, Deborah L.

Schwab, Donald P. See Grams, Robert.

Schwartz, Kenneth B., and Krishnagopal Menon. Executive succession in failing firms. (3): 680-686.

Scott, K. Dow, and G. Stephen Taylor. An examination of conflicting findings on the relationship between job satisfaction and absenteeism: A meta-analysis. (3): 599-612.

Shalley, Christina E., and Greg R. Oldham. The effects of goal difficulty and expected external evaluation on intrinsic motivation: A laboratory study. (3): 628-640.

Sheridan, John E. A catastrophe model of employee withdrawal leading to low job performance, high absenteeism, and job turnover during the first year of employment. (1): 88-109.

Slocum, John W., Jr., William L. Cron, Richard W. Hansen, and Sallie Rawlings. Business strategy and the management of plateaued employees. (1): 133-154.

Smith, Ken G., Terence R. Mitchell, and Charles E. Summer. Top level management priorities in different stages of the organizational life cycle. (4): 799-820.

Spicer, Barry H. See Ungson, Gerardo Rivera.

Stevenson, William B. See Pearce, Jone L.

Stone, Eugene F., and Hal G. Gueutal. An empirical derivation of the dimensions along which characteristics of jobs are perceived. (2): 376-396.

Summer, Charles E. See Smith, Ken G.

Summers, Elizabeth. See Jackson, Susan E.

Taylor, G. Stephen. See Scott, K. Dow.

Todor, William D. See Dalton, Dan R.

Tosi, Henry L., and Steven W. Einbender. The effects of the type and amount of information in sex discrimination research: A meta-analysis. (3): 712-723.

Touliatos, John. See Kemery, Edward R.

Ungson, Gerardo Rivera, Christopher James, and Barry H. Spicer. The effects of regulatory agencies on organizations in wood products and high technology/electronics industries. (2): 426-445.

Vecchio, Robert P. Predicting employee turnover from leader-member exchange: A failure to replicate. (2): 478-485.

Wayne, Sandy J. See Woodman, Richard W.

Weber, Mark R. See Katz, Harry C.

White, Michael C. See Crino, Michael D.

White, Michael C., Michael D. Crino, and John D. Hatfield. An empirical examination of the parsimony of perceptual congruence scores. (3): 732-737.

Whitely, William. Managerial work behavior: An integration of results from two major approaches. (2): 344-362.

Wood, Robert A. See Cochran, Philip L.

Woodman, Richard W., and Sandy J. Wayne. An investigation of positive-findings bias in evaluation of organization development interventions. (4): 889-913.

Zedeck, Sheldon. See Jackson, Susan E.

Zeithaml, Carl P. See Baysinger, Barry D.

TITLE INDEX

Assessing the Effects of Industrial Relations Systems and Efforts to Improve the Quality of Working Life on Organizational Effectiveness. Harry C. Katz, Thomas A. Kochan, and Mark R. Weber. (3): 509-526.

Attitudes toward Women Executives: A Longitudinal Approach. Peter Dubno (1): 235-239.

Attitudinal Differences among Work Shifts: What Do They Reflect? Mark F. Peterson. (3): 723-732.

Business Strategy and the Management of Plateaued Employees. John W. Slocum, Jr., William L. Cron, Richard W. Hansen, and Sallie Rawlings. (1): 133-154.

Catastrophe Model of Employee Withdrawal Leading to Low Job Performance, High Absenteeism, and Job Turnover During the First Year of Employment, A. John E. Sheridan, (1): 88-109.

Closer Look at Halo Error in Performance Ratings, A. Rick Jacobs and Steven W. J. Kozlowski. (1) 201-212.

Composition of Boards of Directors and Incidence of Golden Parachutes, The. Philip L. Cochran, Robert A. Wood, and Thomas B. Jones. (3): 664-671.

Composition of Dyads as a Factor in the Outcomes of Workplace Justice: Two Field Assessments. Dan R. Dalton and William D. Todor. (3): 704-712.

Determinants of Funds Raised by Corporate Political Action Committees: An Empirical Examination, The. Marick F. Masters and Barry D. Baysinger. (3): 654-664.

Diversification Strategies and Managerial Rewards: An Empirical Study. Jeffrey L. Kerr. (1): 155-179.

Effects of Comparison Others and Prior Experience on Responses to Task Design, The. Ray V. Montagno. (2): 491-498.

Effects of Decision Motive and Organizational Performance Level on Strategic Decision Processes. James W. Fredrickson. (4): 821-843.

Effects of Framing and Negotiator Overconfidence on Bargaining Behaviors and Outcomes, The. Margaret A. Neale and Max H. Bazerman. (1): 34-49.

Effects of Gender on Arbitrators' Decisions. William J. Bigoness and Philip B. DuBose. (2): 485-491.

Effects of Gender on Leaders' Responses to Poor Performers: An Attributional Interpretation. Gregory H. Dobbins. (3): 587-598.

Effects of Goal Difficulty and Expected External Evaluation on Intrinsic Motivation: A Laboratory Study, The. Christina E. Shalley and Greg R. Oldham. (3): 628-640.

Effects of Negotiator Preferences, Situational Power, and Negotiator Personality on Outcomes of Business Negotiations, The. Leonard Greenhalgh, Scott A. Neslin, and Roderick W. Gilkey. (1): 9-33.

Effects of Regulatory Agencies on Organizations in Wood Products and High Technology/Electronics Industries, The. Gerardo Rivera Ungson, Christopher James, and Barry H. Spicer. (2): 426-445.

Effects of the Type and Amount of Information in Sex Discrimination Research: A Meta-Analysis, The. Henry L. Tosi and Steven W. Einbender. (3): 712-723.

Efficiency of Product R&D in Business Units: The Role of Strategic Context. Donald C. Hambrick and Ian C. MacMillan. (3): 527-547.

Empirical Derivation of the Dimensions Along Which Characteristics of Jobs Are Perceived, An. Eugene F. Stone and Hal G. Gueutal. (2): 376-396.

Empirical Evaluation of the Potential for Including Shareholders in Corporate Constituency Programs, An. Barry D. Baysinger, Gerald D. Keim, and Carl P. Zeithaml. (1): 180-200.

Empirical Examination of the Parsimony of Perceptual Congruence Scores, An. Michael C. White, Michael D. Crino, and John D. Hatfield. (3): 732-737.

Empirical Examination of the Relationship between Corporate Social Responsibility and Profitability, An. Kenneth E. Aupperle, Archie B. Carroll, and John D. Hatfield. (2): 446-463.

Employee Absenteeism: The Role of Ease of Movement. Erik W. Larson and Cynthia V. Fukami. (2): 464-471.

Examination of Conflicting Findings on the Relationship between Job Satisfaction and Absenteeism: A Meta-Analysis, An. K. Dow Scott and G. Stephen Taylor. (3): 599-612.

Executive Succession in Failing Firms. Kenneth B. Schwartz and Krishnagopal Menon. (3): 680-686.

Exit Barriers and Vertical Integration. Kathryn Rudie Harrigan. (3): 686-697.

Family Life Disruptions: Effects of Job-Induced Structural and Emotional Interference. Susan E. Jackson, Sheldon Zedeck, and Elizabeth Summers. (3): 574-586.

Fit between Technology and Structure as a Predictor of Performance in Nursing Subunits, The. Judith W. Alexander and W. Alan Randolph. (4): 844-859.

Group Decision Making under Threat: The Tycoon Game. Deborah L. Gladstein and Nora P. Reilly. (3): 613-627.

Impact of Information on Job Choices and Turnover, The. David F. Caldwell and Charles A. O'Reilly III. (4): 934-943.

Impact of Participation on Goal Acceptance and Performance: A Two-Step Model, The. Miriam Erez, P. Christopher Earley, and Charles L. Hulin. (1): 50-66.

In the Eye of the Beholder: A Reply to Ilgen and Moore. Michael D. Crino, Michael C. White, and Stephen W. Looney. (4): 950-954.

Investigation of Positive-Findings Bias in Evaluation of Organization Development Interventions, An. Richard W. Woodman and Sandy J. Wayne. (4): 889-913.

Investigation of Rater-Ratee Acquaintance and Rater Bias, An. Paul O. Kingstrom and Larry E. Mainstone. (3): 641-653.

Investigation of Systematic Gender-Related Error in Job Evaluation, An. Robert Grams and Donald P. Schwab. (2): 279-290.

Investigation of the Relationship between Unemployment and Absenteeism: A Multilevel Approach, An. Steven E. Markham. (1): 228-234.

Managerial Compensation Based on Organizational Performance: A Time Series Analysis of the Effects of Merit Pay. Jone L. Pearce, William B. Stevenson, and James L. Perry. (2): 261-278.

Managerial Work Behavior: An Integration of Results from Two Major Approaches. William Whitely. (2): 344-362.

Men's and Women's Networks: A Study of Interaction Patterns and Influence in an Organization. Daniel J. Brass. (2): 327-343.

Mentoring Alternatives: The Role of Peer Relationships in Career Development. Kathy E. Kram and Lynn A. Isabella. (1): 110-132.

Mode of Corporate Diversification and Economic Performance. Bruce T. Lamont and Carl R. Anderson. (4): 926-934.

Organizational Commitment: A Comparison of American, Japanese, and Korean Employees. Fred Luthans, Harriette S. McCaul, and Nancy G. Dodd. (1): 213-219.

Organizational Performance as an Antecedent of Inside/Outside Chief Executive Succession: An Empirical Assessment. Dan R. Dalton and Idalene F. Kesner. (4): 749-762.

Outcomes of Role Stress: A Multisample Constructive Replication. Edward R. Kemery, Arthur G. Bedeian, Kevin W. Mossholder, and John Touliatos. (2): 363-375.

Predicting Absenteeism from Prior Absence and Work Attitudes. John M. Ivancevich. (1): 219-228.

Predicting Employee Turnover from Leader-Member Exchange: A Failure to Replicate. Robert P. Vecchio. (2): 478-485.

Product-Market Diversification and Market Power. Cynthia A. Montgomery. (4): 789-798.

Project Performance and the Locus of Influence in the R&D Matrix. Ralph Katz and Thomas J. Allen. (1): 67-87.

Public and Private Sector Differences: CEO's Perceptions of Their Role Environments. Ran Lachman. (3): 671-680.

Reactions to Feedback: The Role of Attributions. Robert C. Liden and Terence R. Mitchell. (2): 291-308.

Relationships between Concession Bargaining and Labor-Management Cooperation. Mark S. Plovnick and Gary N. Chaison. (3): 697-704.

Role of Social-Desirability Response Bias in Turnover Research, The. Hugh J. Arnold, Daniel C. Feldman, and Mary Purbhoo. (4): 955-966.

Sources of Motivation to Choose Employee Ownership as an Alternative to Job Loss. Arthur Hochner and Cherlyn Skromme Granrose. (4): 860-875.

Strategic Goals, Perceived Uncertainty, and Economic Performance in Volatile Environments. L.J. Bourgeois, III. (3): 548-573.

Strategies for Intrafirm Transfers and Outside Sourcing. Kathryn Rudie Harrigan. (4): 914-925.

Study of the Correlates of the Willingness to Relocate, A. Sam Gould and Larry E. Penley. (2): 472-478.

Studying Interpersonal Communication in Organizations: A Leadership Application. Larry E. Penley and Brian Hawkins. (2): 309-326.

Task Performance, Perceived Competence, and Attributed Causes of Performance as Determinants of Intrinsic Motivation. Hugh J. Arnold. (4): 876-888.

Temporal Stability and Response-Order Biases in Participant Descriptions of Organizational Decisions. George P. Huber. (4): 943-950.

Top Level Management Priorities in Different Stages of the Organizational Life Cycle. Ken G. Smith, Terence R. Mitchell, and Charles E. Summer. (4): 799-820.

Toward an Empirical Prioritization of Contingency Variables for Business Strategy. Donald C. Hambrick and David Lei. (4): 763-788.

Vertical Integration and Corporate Strategy. Kathryn Rudie Harrigan. (2): 397-425.

SUBJECT INDEX

The logic followed for this index was to put each entry under a broad category and then use subheadings for greater specificity. An example might be "Goals, difficulty of," or "Structure, organizational, matrix." Statistical methods or research designs were indexed if the author(s) included a significant discussion of the technique. The population being studied was also indexed if it was an identifiable group. This included particular industries, types of organizations, nationalities, occupations, and *women* if they were analyzed as a group. *See* and *See also* are intended to refer the user to a different entry or to an additional entry.

N.G.D.

Absenteeism, 89–107, 228–233, 464–470, 513–524, 599–610. *See also* Withdrawal behavior.
  excused, 466–470
  levels of analysis, 228–233
  prior versus subsequent, 219–226
  unexcused, 466–470
Accountants, 366–373, 958–965
Activities, 344–361
Adjustments:
  behavioral, 578–584
  organizational, 429–443
  personnel-related, 431–443
  procedural, 431–443
  process, 431–443
  strategic, 431–443
  structural, 431–443
Adversity, economic, 697–703
Age:
  individual, 113–131, 473–477
  organizational, 430–431, 439–443
Arbitration, 485, 486–490
  final offer, 39–47
ARIMA, 266–271, 275–276
Assets, 657–662
Attributions, 291–293, 587–596
  of ability, 293
  causal, 876–879, 881–886
  consensus about, 292–293, 295–307
  consistency of, 292–293, 295–307
  distinctiveness of, 292–293, 295–307
  of effort, 293
  external, 292–295, 297–305
  internal, 292–295, 297–305
Authority, discretionary, 673–678
Autonomy, strategic business unit, 397
Bank employees, 346–361, 479–484
Bankruptcy, 681–685
Bargaining. *See* Negotiation.
Behaviorally anchored rating scales (BARS), 645–646
Behaviors, content, 344–351, 353–361
Bias:
  halo error, 644–651
  in personnel selection, 713–722
  positive findings, 889–891, 903–909
  response-order, 943–945, 948–950
  social desirability, 955–965
Board of directors, 665–670
Box-Jenkins time series, 261, 266–271, 275–276
Business failure, 680–685
Capital intensity, 533–544
Careers:
  communication about, 313–314, 320–324
  concerns, 124–131

managerial, 134–136
plateaus, 133–152
stages, 112–131, 136–152
themes, 110–131
Catastrophe theory, 88–107
Chemical processing firms, 346–361
Chi-square goodness-of-fit, 367-371
Chief executive officers, 672–678, 749–759
Closing, plant, 860–861, 873–874
Cognitions, 379, 382, 629–630
Commitment:
of subordinates, 801, 804, 809–818
organizational, 220–226, 213–218, 317–319, 958–959, 961–965
Communication:
behavior, 310–324
content of, 309–324
interpersonal, 309–324
measurement of, 310–313
networks, 331
of subordinates, 309–324
performance, 313, 320–324
relational level, 311–312, 322–324
responsiveness, 313–314, 320–324
satisfaction, 734–736
task, 313, 320–324
transaction alternatives, 329, 332–333, 337
Comparable worth, 279–281
Compensation:
contingent, 877–886
executive, 263
gender bias in, 279–289
level, 282–289, 473–477
managerial, 155–178, 261
merit, 261, 264, 271–275
performance-contingent, 262–266, 271–275
request for, 494–497
system, 140–152
Competence, perceived, 876, 878–879, 881–886
Competition, 431–443
stability of, 914–917, 919, 922–924
volatility of, 914–917, 919, 922-924
Conflict, 34–47, 510–524
Congruency model. See Fit.
Conjoint analysis, 12
Constituencies, corporate, 180–198
Consumer sector, 769, 771–784
Contingency relationship. See Fit.
Control, 614–625
Cooperative games, theory of, 15, 19–26
Cooperatives, worker, 860–874
Coordination, organizational, 800–804, 809–818
Creditors, 431–443
Customers, 431–443
D statistics, 733–736
Debt, 666–669
Decision making, 50–65, 140–152, 934–935, 937, 940–941, 943–949
autonomy in, 672–678
group, 613–625
intuitive synthesis, 839
participation in, 848–851, 853–856, 863–874
processes, 821–840
rational synthesis, 839
Demand, 770–779, 782, 784
instability, 771–782
uncertainty, 404–424, 914–917, 919, 922–924
Department membership, 330, 333
Discipline, 588–596, 704–710. See also Punishment.
Discrimination, 235–238, 486–490, 712–722
Diversification strategy, 155–178, 397–398, 530–544, 789–795, 926–933
Dominant coalition, 329, 332, 336–340
Dyads, 707–710
Ease of movement, 464–470. See also Mobility, job.
Effectiveness, organizational, 509–524, 622–625
Efficiency:
labor, 511–524
organizational, 801, 814, 816–817
technical, 800, 803–804, 809–818
Electronics technicians, 221–226
Employee ownership, 860–874
Environment. See also Organization-environment interface.
internal, 140–152
perceived uncertainty of, 550–571. See also Predictability, task environment.
task, 427–443
volatility of, 550–571
Equity theory, 492–493
Evaluation, external, 628–638
Exit barriers, 405–424, 686–696
Experience, work, 379, 382
Families, 473–477, 576–584
Feedback, 291–307
Field dependence, 379, 382
Fit, 845–856
Formalization, 848–851, 853–856
Fundraising, 655–662
Gender, 327–341, 486–490, 705–710
bias, 279–289, 713–722
composition, 280–289

of leaders, 588–596
of subordinates, 588–596
peer relationships and, 113
stereotypes, 235–238
Goal setting, 50–65, 431–443
Goals:
assigned, 52–65
commitment to, 55
conflict, 54
consensus, 552–571
difficulty of, 50–65, 628–638
participatively set, 50–65
personal, 52–65
specificity of, 50
Golden parachutes, 604–670
Government:
agencies, 674–678
policies. See Public policy.
purchases, 656–662
Grievance, 486–490
procedures, 511–524
process, 706–710
severity, 709–710
viability, 709-710
Growth, personal, 110–111
Halo error, 644–651. See also Bias.
Health, physical, 578–584
Hospital employees, 346–361, 366–373. See also Nurses.
Import levels, 770–777, 780–782
Individual differences, 18–29
Industrial sector, 769, 771–779, 782–784
Industries:
chemicals, 187
electronics, 431–443
forest products, 187, 431–443
high technology, 431–443, 553–571
petroleum, 187
Industry concentration rate, 770, 772–781
Industry development, phase of, 402–424
Industry maturity, 916
Industry profitability, 791–795
Influence:
locus of, 69–85
perceptions of, 327, 333–341
Information, 934–941
accuracy, 935–941
importance, 944–945, 948–950
job-relevant, 713–722
processing restriction, 614–625
source, 935–941
Innovation, 528–544
Insurance employees, 313–317, 320–324
Intentions:
behavioral, 297–307
to leave, 364–373, 576–584, 958–962, 964–965
to search for new position, 958, 960–965
Interaction patterns, 327–341
Israel, chief executive officers, 673–678
Japanese employees, 214–218
Job changes, 136–152. See also Mobility.
Job characteristics. See Task characteristics.
Job choices, 935–941
Job design. See Task design.
Job evaluation, 279–284, 287–289
Job involvement, 136–152, 473–477
Job loss, 860–864, 869–874
Korean employees, 214–218
Labor relations, 509–524, 697–703. See also Unions.
Lateness, employee, 466–470
Leadership, 478–479, 587–596
Leadership style. See also Managerial behavior; Supervisory style.
consideration, 310–313, 319–324
initiating structure, 310–313, 319–324
Level of analysis, 229–233, 724–725, 730–731
Life cycle:
organizational, stages of 799–818
product, 768–769, 771–779, 784
Lifetime commitment, Asian workers, 214, 218
Locus of control, 877–878, 882, 884–887
Lost work time, 89–107
Make-or-buy decisions, 398–424
Managerial behavior, 344–348, 358–361
Managerial decisions, 69–85
Managers:
functional, 68–85
project, 68–85
women, 235–238
Manufacturing firms, 230–233, 515–524, 553–571, 644–652, 734–736
Market power theory, 789–790, 795
Market:
forces, 674–678
share, 530–544, 790–795
structure, 657–662
Measurement, temporal stability in, 943–944, 947–950
Mediation, 46
Mentoring behaviors, 110–111, 117, 129–131
Meta-analysis, 599–608
methodological rigor, 889–909
Mobility:
job, 133–152, 464–470, 860–864, 869–874. See also Job changes.

organizational, 686–687. *See also* Transfers, intrafirm.
Mood, psychological, 578–584
Motivation:
intrinsic, 628–638, 876–886
sources of, 860–874
Nationality, organizational commitment and, 213–218
Negotiation:
bargaining biases in, 34–47
concessionary, 35–47, 697–703
contract, 37–47
issues, 16–29
outcomes, 26–29
resource allocation in, 11–29
Negotiator:
characteristics, 9–29
training, 46
Networks, 328–341
Newspaper employees, 330–341, 465–470
Nurses, 93–107, 465–470, 724–731, 845–856. *See also* Hospital employees.
Organization-environment interface, 676–677. *See also* Environment.
Organizational development:
evaluation of, 890–909
intervention, 889–909
Organizations, multibusiness, 926–927, 931–933
Overtime, 511–524
Owners, 674–678
Peer relationships, 110–131
Perceptual congruence, 732–736
Performance:
corporate, 681
organizational, 261, 264–267, 270–275, 510–524, 551–571, 666–670, 750–759, 763–768, 771–784, 789–795, 823–824, 826–840, 926, 929, 931–933
project, 69–85
rating of, 641–651
errors, 201–210
global assessments, 202–210
rater-ratee familiarity, 203–210, 642–651
subordinate, 317–319, 330, 333, 338
subunit, 853–856
task, 50–65, 89–107, 134–152, 492–497, 587–596, 628–629, 632–634, 637, 644, 646–651, 876–886
Perquisites, 664, 670
Personality, 13–29
Physical demand, 390–392
PIMS. *See* Profit Impact of Market Strategies.
Planning, organizational, 431–443
Political activity:
corporate, 180–198
political action committees (PACs), 654–662
support, 800–801, 804, 809–818
Power:
and influence, 9–29, 69–85
and visibility, 140–152
balance of, 69–85
objective, 14–29
perceived, 14–29
Predictability, task environment, 428–443. *See also* Environment, perceived uncertainty of.
Principal components analysis, 950–953
Prisoner's dilemma simulation, 10
Private sector, 671–678
Product:
characteristics, dollar importance, 771–782
differentiation, 687–696, 769, 771–780
quality, 511–524
Production stages, 688–696
Productivity, Japanese versus U. S., 213–214
Profit Impact of Market Strategies (PIMS), 534–538, 771–773, 914–921, 924
Profitability, 447–462, 789–795. *See also* Return on assets; Return on equity; Return on investment.
Promotion, 327, 338–341
aspirations for, 136–152
rates, 644, 646, 648–651
Propensity to leave, 89–107, 136–152
Prospect theory, 35–37, 45
Public policy, 674–678
Public sector, 671–678
Punishment, 589–596
severity of, 486–490. *See also* Discipline.
Quality of working life, 510–524
Rating performance. *See* Performance, rating of.
Regulation, government, 656–662
agencies, 426–443
compliance costs, 427–443
practices, 430–443
reform, 441–443
Reindustrialization, 225–226
Reliability, 950–953
Research and development, 67–85, 527–544
teams, 67–85
expenses, 528–544
spending volatility, 531–544

Research laboratories, 945–950
Resource dependence, 917, 921, 922–924
Retrained workers, 220–226
Return on assets, 450–462, 666–669, 929, 931–933. *See also* Profitability.
Return on equity, 666–669, 753–759, 929, 931–933. *See also* Profitability.
Return on invested capital, 791–795. *See also* Profitability.
Return on investment, 773–783, 929, 931–933. *See also* Profitability.
Rewards, extrinsic, 876–886
Risk, propensity toward, 37–47
Role:
 ambiguity, 363–373
 conflict, 363–373
 integration, 726–730
 overload, 220–226
 stress, 363–373, 575–584
Sales:
 growth in, 688–69[illegible], 929, 931–933
 new product, 528–544
Salespersons, 138–152, 644–652
Satisfaction:
 extrinsic, 673–678
 intrinsic, 674–678
 job, 136–152, 220–226, 317–319, 364–373, 479–484, 494–497, 577–584, 512–524, 599–610, 726–730, 958–959, 961–965
 with supervision, 479–484
Scale diseconomies, 687–693
Scaling:
 dimensionality, 950–953
 dispersion, 950–953
Selection, personnel, 713–722
Self-efficacy, 876
Seller concentration, 791–795
Service organizations, 553–571
Sex. *See* Gender.
Share instability, 770–778, 781–783
Shareholders, attitudes of, 181–198
Shiftwork, 576–584, 723–731
Simulation, management, 617–619, 625
Size:
 organizational, 430–431, 439–443, 665–670, 681, 684–685
 workforce, 511–524
Slack resources, 824
Social comparison processes, 492–497
Social responsibility, 446–462
Socialization, organizational, 90, 105–107
Stereotypes, 642–643
Stock price, 448–462, 753–759
Strategic business units, 397–424, 528
Strategy:
 attributes of, 772–784
 business, 133–152, 397–424, 763–765, 778–784
  analyzers, 137–152
  defenders, 137–152
 conglomerates, 155–157
 context of, 527–528
 contingency view of, 765–784
 corporate, 155–157, 172–178, 397–398, 406–424
 decisions, 821–840
 objectives, 402–424, 552–571
 opportunities, 822–826, 828, 830–840
 research on, experimental method in, 839–840
 threats, 822–826, 828, 830–840
Stress, 90–107, 365–373, 574, 580–584, 616–625
Structure:
 organizational, 67–69, 844–856
  functional, 67–69
  matrix, 67–69
  project, 67–69
Success, personal or professional, 136–152
Succession, executive, 680–685, 750–759
Suggestion programs, participation in, 513–524
Supermarket employees, 860–874
Supervisors, 136–152
 communication from, 309–324
 evaluations from, 265–275
 style of, 140–152. *See also* Leadership style.
Suppliers, 431–443
Task characteristics, 136–152, 376–394, 492–497
Task design, 491–493
Technology, 844–856
 change in, 769–780
 instability in, 847, 849–856
 opportunity in, 529–544
 uncertainty in, 847, 849–856
 variability in, 847, 849–856
Tension, intergroup, 726–730
Tenure:
 job, 136–152, 330, 333, 473–477
 of residence in area, 473–477
 organization, 113, 213–218
Threat-rigidity hypothesis, 613–625
Transfers, intrafirm, 914–924
Turnover, 478–484, 644, 646, 648–651, 935–941, 955–965. *See also* Withdrawal behavior.
 effects of met expectations, 937–941

Unemployment, 228–233, 860–864, 869–874
Unionization, 658–662. *See also* Labor relations.
Unions, 674–678, 707–710
Unit of analysis. See Level of analysis.
Utility firms, 577–584, 707–710
Values, 863–874
Vertical dyad linkage model, 478–484
Vertical integration, 156–178, 397–424, 686–696, 914–916, 922–924
  backward integration, 690–696
  breadth of, 401–424
  degree of, 401–424
  form of, 402–424
  forward integration, 532–544, 690–696
  stages of, 399–424
Willingness to relocate, 142–152, 472–477
Withdrawal behavior, 88–107, 219–266, 464–470. *See also* Absenteeism; Turnover.
Women, 235–238, 279–289, 327–341, 485–490. *See also* Managers, women.
Women as Managers Scale (WAMS), 950–953
Workflow:
  criticality of person in, 329, 332, 336–340
  formal positions in, 329
  networks, 331, 334–341
Workgroups:
  composition of, 329, 333, 336–341
  integrated, 329, 333, 336–341
Workplace justice, 704–710. *See also* Discipline.